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21 APR 1969

MEMORANDUM FOR: Mr. Bannerman  
Mr. Coffey

SUBJECT : OMS/A&E Report, November 1968  
Job Related Attitudes of New CIA Employees:  
A Study done in conjunction with the President's  
Program for Talented Youth in the Federal Service

1. Background

Subject paper, the first of three such studies, records results of an attitude questionnaire prepared by the Civil Service Commission and administered to young professional employees of the Agency. The purpose of the questionnaire was to provide new employees the opportunity to express their feelings about their jobs and their training.

2. Participants

Professional EODs between 1 July 1967 and 30 June 1968  
Under Age 30 at time of EOD

Entry level position GS-5 or higher, requiring at least  
a Bachelor Degree

CIA Sample:

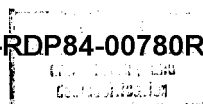
CTs - 101

Non-CTs - 199  
300

3. Dimensions of Job Satisfaction

Part of the questionnaire was devoted to questions concerning the group's attitudes toward 14 important dimensions of job satisfaction. Table I, attached, records:

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COL. 1: Ranking by participants of relative importance of these 14 dimensions of job satisfaction in an Ideal job, and

COL. 2: Rating or evaluation by participants of their Actual job in terms of these 14 dimensions of job satisfaction.

Clearly, there is no significant correlation between the two: only one item comes close—Physical Surroundings/Working Conditions—the 12th Ideal vs. 11th Actual. The Rank/Rating variance of the other 13 dimensions is from 3 to 10.

a. Ideal Job Dimensions 1 thru 7:

- Generally, our new employees rate their Actual jobs considerably lower in terms of rank order of the top 7 dimensions of an Ideal job.
- The evaluation of the Actual job shows realization of only 3 of those in the first group of 7 Ideal.
- The #1 Ideal dimension— The Work Itself— is placed 9th on the ratings of the Actual job.
- Conversely, lower rankings of Ideal dimensions are placed highest by the employee in Actual job satisfaction— i.e. Importance of Agency's Goals and Feelings Toward Co-Workers which are 5th and 6th in the Ideal are placed 1st and 2nd in the Actual.

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b. Ideal Job Dimensions 8 thru 14:

- Generally, our new employees rate their Actual jobs considerably higher in terms of the rank order of the bottom 7 dimensions of an Ideal job. The single exception— The Way the Organization Is Run— #10 in the Ideal is rated 13th in the Actual.
- Four of the top 7 Actual job ratings are in this group of the lower 7 Ideal dimensions of job satisfaction.
- Dimensions concerning Relationships with Supervisors which were ranked 8th and 9th in the Ideal are placed very high— 3rd and 4th— in the Actual job ratings.
- The least important Ideal job dimensions— Organization Rules and Regulations(#13) and Impression of Job on Family and Friends(#14)— are rated 6th and 5th in Actual job satisfactions.

Note: A&E points out that caution should be used in interpreting the differences in adjacent rankings and ratings of the 14 dimensions since the actual mean difference between adjacent dimensions are often small and may not reflect practical differences. Further, none of the mean ratings on Table II of their paper fell in the "dissatisfied" portion of the range even though sizeable minorities indicated dissatisfaction, particularly on those dimensions toward the bottom of the list.

4. Pertinent Statistical Data extracted from the A&E Paper is shown in Table II.

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## 5. Summary and Highlights

A&E cautions against generalizations and the temptation to apply the attitudes revealed by the questionnaire to all Agency employees since the sample represents a group with limited Agency experience, much of which perhaps was spent in Training.

### a. Promotion and Salary

The expression of dissatisfaction on Promotion and Salary dimensions suggests these considerations may be decisive factors in career planning. Note on our Table I that these dimensions are ranked #3 and #4 in the Ideal vs. #12 and #14 in the evaluation of the Actual job.

### b. Communication

There is an apparent failure of communication between applicants and the Agency:

- 32% of the sample felt that their jobs were misrepresented by people who hired them.
- 35% felt their jobs were not as good as they thought they would be when they were hired.
- 43% felt their advancement rate would be slower than they were led to believe.

### c. Career Development and Management

Many new employees feel that there is a gap between employees and management in the areas of career development planning and communication of ideas.

- 52% felt they were rarely asked to participate in the planning for their career development.
- 39% felt that management fails to explain the reasons for its actions.

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solicit ideas outside the formal suggestion system.

- 37% felt that there is a communication gap between management and employees.

d. The Work Itself

Certain responses to the questionnaire indicate that a significant portion of our young employees are potential candidates for leaving the Agency early.

- 33% feel their work does not require creativity
- 27% are bored by their work
- 39% feel they do not get challenging, important assignments
- 26% are discouraged in their present job.



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